



DEPARTMENTS OF THE ARMY AND THE AIR FORCE
NATIONAL GUARD BUREAU
1411 JEFFERSON DAVIS HIGHWAY
ARLINGTON, VA 22202-3231
September 30, 2003

MEMORANDUM FOR THE SECRETARY OF DEFENSE

SUBJECT: Guard Bureau Initiatives

In accordance with your 30 July 2003 memorandum, I have taken steps to transform the National Guard (NG). Below is a synopsis of the transformation that has taken place thus far, and our proposed way ahead.

On 1 July 2003, I completed the provisional reorganization of the National Guard Bureau (NGB). I merged three separate organizations into a joint bureau. On 1 October 2003, the state Adjutants General will consolidate 162 state headquarters organizations into 54 joint force state headquarters. The personnel and cost savings realized from this will be reinvested in unit readiness.

Under this plan, the Chief of the NGB would forge a new relationship in order to provide a more effective channel of communication among the Office of the Secretary of Defense (OSD), the Joint Staff (JS), the Departments of the Army and the Air Force, and the States, on matters relating to the NG. My staff is working with the Departments of the Army and the Air Force to strengthen the existing statutory links and to improve the Services' access to NG capabilities.

NGB is working closely with Joint Forces Command and the Services to accelerate the mobilization/demobilization processes, as well as to use individual NG volunteers more effectively. The 54 joint force state headquarters will play a significant role in these efforts.

In response to your 9 July 2003 Rebalancing the Forces Memorandum, my staff is actively working with OSD, NORTHCOM, PACOM and the Services to determine how NG capabilities can be best leveraged in support of the Global War on Terrorism. I have provided to the Army and Air Force Secretaries recommendations designed to relieve the stresses on high demand/low density career fields and to mitigate capability shortfalls.

I will present the National Guard Transformation Concept Plan to OSD, JS and the Departments of the Army and the Air Force for their inputs. In addition, I will submit to OSD for formal vetting within the FY2005 Unified Legislative Budget process the statutory changes that will be required as part of this transformation. I will plan to provide an update to you and the Chairman by the end of the year.

I am committed to taking whatever steps are necessary to enhance the readiness, relevance, and accessibility of the National Guard to the Department of Defense and our nation.

H STEVEN BLUM
Lieutenant General, US Army
Chief, National Guard Bureau

CF:
SecArmy
SecAF
CJCS